

EXHIBIT A  
TO REGISTRATION STATEMENT

Under the Foreign Agents Registration Act of 1938, as amended

Furnish this exhibit for EACH foreign principal listed in an initial statement  
and for EACH additional foreign principal acquired subsequently.

1. Name and address of registrant <b>Ruder &amp; Finn, Incorporated</b> <b>110 East 59th Street</b> <b>New York, New York 10022</b>		2. Registration No. <b>1481</b>
3. Name of foreign principal <b>Government of Mexico</b>	4. Principal address of foreign principal <b>Subsecretario de la Presidencia</b> <b>Palacio Nacional</b> <b>Mexico 1, D.F., Mexico</b>	

5. Indicate whether your foreign principal is one of the following type:

- ☒ Foreign government
- ☐ Foreign political party
- ☐ Foreign or ☐ domestic organization: If either, check one of the following:
- |                                      |  |
|--------------------------------------|--|
| <input type="checkbox"/> Partnership | <input type="checkbox"/> Committee             |
| <input type="checkbox"/> Corporation | <input type="checkbox"/> Voluntary group       |
| <input type="checkbox"/> Association | <input type="checkbox"/> Other (specify) _____ |
- ☐ Individual - State his nationality \_\_\_\_\_

6. If the foreign principal is a foreign government, state:

a) Branch or agency represented by the registrant.

**President of Mexico**

b) Name and title of official with whom registrant deals.

**Mr. Fausto Zapata, Sub-secretary to the President**

7. If the foreign principal is a foreign political party, state:

- a) Principal address
- b) Name and title of official with whom the registrant deals.
- c) Principal aim

**not applicable**

8. If the foreign principal is not a foreign government or a foreign political party,

- a) State the nature of the business or activity of this foreign principal
- not applicable**

TERMINATED

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b) Is this foreign principal

Owned by a foreign government, foreign political party, or other foreign principal . . . . Yes ☐ No ☐

Directed by a foreign government, foreign political party, or other foreign principal . . . . Yes ☐ No ☐

Controlled by a foreign government, foreign political party, or other foreign principal . . . . Yes ☐ No ☐

Financed by a foreign government, foreign political party, or other foreign principal . . . . Yes ☐ No ☐

Subsidized in whole by a foreign government, foreign political party, or other foreign principal . . . . . Yes ☐ No ☐

Subsidized in part by a foreign government, foreign political party, or other foreign principal . . . . . Yes ☐ No ☐

9. Explain fully all items answered "Yes" in Item 8(b). (If additional space is needed, a full insert page may be used.)

not applicable

10. If the foreign principal is an organization and is not owned or controlled by a foreign government, foreign political party or other foreign principal, state who owns and controls it.

not applicable

Date of Exhibit A Nov. 19, 1971	Name and Title Charles Lipton Treasurer	Signature 
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UNITED STATES DEPARTMENT OF JUSTICE  
Washington, D.C. 20530

EXHIBIT B

TO REGISTRATION STATEMENT  
Under the Foreign Agents Registration Act  
of 1938, as amended

INSTRUCTIONS: A registrant must furnish as an Exhibit B copies of each written agreement and the terms and conditions of each oral agreement with his foreign principal, including all modifications of such agreements; or, where no contract exists, a full statement of all the circumstances, by reason of which the registrant is acting as an agent of a foreign principal. This form shall be filed in duplicate for each foreign principal named in the registration statement and must be signed by or on behalf of the registrant.

Registration #1481

Name of Registrant	Name of Foreign Principal
Ruder & Finn Incorporated 110 East 59th Street New York, New York 10022	Government of Mexico

Check Appropriate Boxes:

- ☐ The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach two copies of the contract to this exhibit.
  - ☒ There is no formal written contract between the registrant and foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach two copies of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.
  - ☐ The agreement or understanding between the registrant and foreign principal is the result of neither a formal written contract nor an exchange of correspondence between the parties. If this box is checked, give a complete description below of the terms and conditions of the oral agreement or understanding, its duration, the fees and the expenses, if any, to be received.
4. Describe fully the nature and method of performance of the above indicated agreement or understanding.

Beginning November 15, 1971, Ruder & Finn will represent the Government of Mexico in the United States, working through the office of the Secretary of the Presidency.

TERMINATED 10-31-73  
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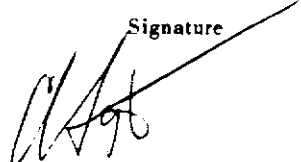
5. Describe fully the activities the registrant engages in or proposes to engage in on behalf of the above foreign principal.

- (1) Preparation of an outline of work to be performed in the near future
- (2) Preparation of a long-range program for Mexico
- (3) Arrange to meet Washington office personnel for possible work to be undertaken there
- (4) And provide on-the-spot services as needed be the Government of Mexico.

6. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(o) of the Act?<sup>1/</sup> Yes ☒ No ☐

If yes, describe all such political activities indicating, among other things, the relations, interests or policies to be influenced together with the means to be employed to achieve this purpose.

Contacts with state governments contiguous to the Mexican border to obtain better cooperation and understanding between them.

Date of Exhibit B	Name and Title	Signature
Nov. 19, 1971	Charles Lipton Treasurer	

<sup>1/</sup> Political activity as defined in Section 1(o) of the Act means the dissemination of political propaganda and any other activity which the person engaging therein believes will, or which he intends to, prevail upon, indoctrinate, convert, induce, persuade, or in any other way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting, or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

# RUDER & FINN

NORMAN WEISSMAN  
PRESIDENT  
RUDER & FINN-NEW YORK

October 26, 1971

Mr. Fausto Zapata  
Subsecretario de la Presidencia  
Palacio Nacional  
Mexico, 1, D.F., Mexico

Dear Mr. Zapata:

I want to tell you how pleased our group was with our visit to Mexico City. We are all most grateful for the hospitality which was extended to us.

The meetings were extremely fruitful from our point of view, and we thank you also for the excellent planning from your side which went into them.

I particularly wanted to express my personal appreciation to you for the very substantial number of hours which you devoted to our discussions. I know how busy you are, and I can only assume that the matters we covered do indeed constitute a key priority in your long list.

Following our several meetings, I thought I would confirm to you my understanding of how we decided to proceed. Here are the key points:

1. Officially, beginning November 15, 1971, Ruder & Finn will represent the Government of Mexico, working through the Office of the Secretary of the Presidency.
2. Our objectives will be to generate deeper and broader understanding in the United States of what our group is beginning to call "The New Mexico",

Mr. Fausto Zapata  
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and to symbolize the forward movement of the nation through your great President.

3. Mr. Bagar, whom we have selected as the key operating executive for the Government of Mexico, will visit your country for at least a week beginning November 8, during which time he will absorb as much background as is possible.
4. Based on his trip as well as other research and discussions, we will prepare our approach to a public relations program, which will outline some areas on which we can embark fairly immediately. This program will be reviewed during the week of November 22 in New York when you and your group plan to visit us.
5. A detailed, long-range program will also be prepared. Because additional time will be needed for research on this, we cannot complete this program until the first of the year. A specific date for this presentation will be discussed when you come to New York.
6. Separate discussions will need to be held on Washington matters. We will arrange for you to meet with our Washington people at your earliest convenience.
7. Regular meetings will be held on a schedule of once a month. We'll try to alternate sites for the meetings between Mexico City and New York.
8. For the services of Ruder & Finn to cover a full year, a budget of \$330,000 will be required. This amount covers the following categories: Ruder & Finn management fee; staff time; and out-of-pocket expenses. It will also cover the non-government liaison which we will require in Mexico City, in order to insure a flow of material and to provide on-the-spot services as needed to the Government of Mexico.

Mr. Fausto Zapata  
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9. We are entirely confident that we shall perform satisfactorily for the Government of Mexico in every way. At the same time, we would like the Government to have maximum freedom in its relationship with us. For this reason, our agreement is cancellable at any time upon sixty days notice.

We are delighted at the opportunity to represent Mexico. You have my commitment on behalf of the entire agency that we will give you our maximum effort at all times in this vital campaign.

If this letter meets with your approval, please sign both copies, keep the original for your files, and send the copy back to me.


All good wishes.

Sincerely,

  
\_\_\_\_\_  
FAUSTO ZAPATA  
Subsecretario de la Presidencia

DATE

*Nov. 11 de 1971.*

  
\_\_\_\_\_  
NORMAN WEISSMAN  
President,  
Ruder & Finn, New York

DATE

*October 26, 1971*